



**INCLUSIVE**

**VIBRANT**



**EFFECTIVE**

neighborhoods  
**2020**  
**Recommendations**

January 28, 2019

# NEIGHBORHOODS 2020



## BACKGROUND

Starting in 2016, the Neighborhood and Community Relations Department (NCR)– through the Neighborhoods 2020 initiative - started working with community and neighborhood leaders and elected officials to identify the next generation of neighborhood funding, programming and governance structure needed to better support community and neighborhood organizations in the future. These conversations were centered around meeting the needs of a growing and vibrant city, meeting the goals of the City, and identifying the roles that these organizations play in community engagement.

There are 84 residential neighborhoods in Minneapolis that are served by 70 independent nonprofit organizations (“neighborhood organizations”). Neighborhood organizations engage and mobilize residents to address issues within their geographic areas. The City recognizes that neighborhood organizations are positioned to identify local issues and opportunities and understands that Minneapolis greatly benefits from a robust neighborhood system. For more information on neighborhood organization development, go to:

<http://www.minneapolismn.gov/ncr/programs/WCMS1P-139935>

There are also numerous community organizations throughout the city that are focused on serving specific populations within the city. These organizations are especially helpful in engaging with cultural communities in the city. NCR supports both neighborhood and community organizations to carry out both people-based and place-based community engagement.

The Neighborhoods 2020 initiative is focused primarily on neighborhood organizations, which have been funded by the city since 1991 when the Neighborhood Revitalization Program (NRP) was established. Currently, the City provides funding through the Community Participation Program (CPP). Many neighborhood organizations also still have funding from the NRP. CPP funding comes from tax increment financing districts and will expire on December 31, 2019. CPP funding available to neighborhood organizations is expected to run out by the end of December 2020. The Neighborhoods 2020 initiative recommends a new approach to funding that would carry forward after December 2020. Historic and current funding levels for neighborhood organizations can be found at:

<http://www.minneapolismn.gov/ncr/links/index.htm>

The City Council established three work groups in the spring of 2018 to help provide recommendations on how to support neighborhood and community organizations. The work groups consisted of representatives from neighborhood organizations, cultural groups, those with equity/undoing racism experience, and representatives appointed by City Council and the Mayor. The work groups met twice a month from August through December 2018, committing over 900 volunteer hours to the Neighborhoods 2020 initiative. In addition, city staff engaged the public in five community conversations with over 400 people discussing what they would like to see for their neighborhoods moving forward.

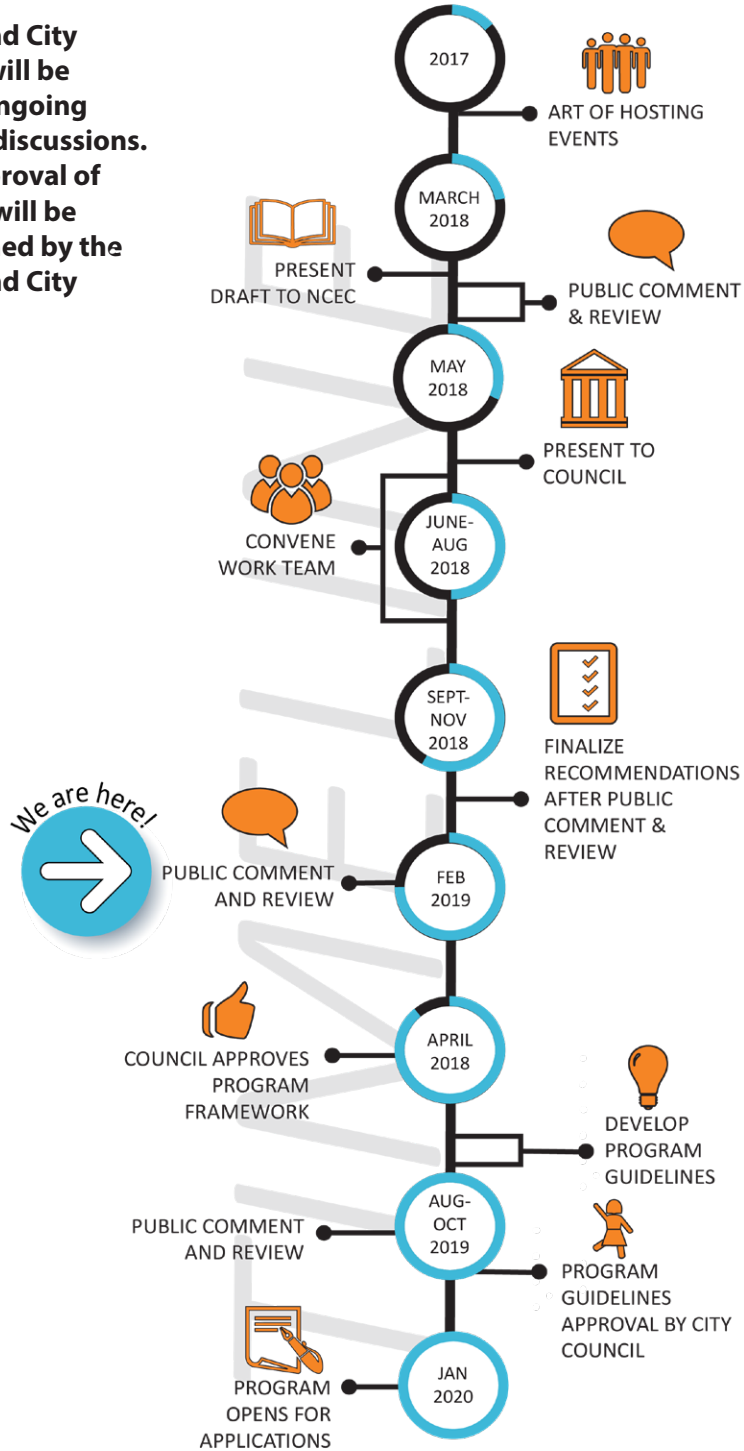
This report summarizes staff recommendations for Neighborhoods 2020. These recommendations reflect the work of the three work groups, the community conversations, and work of city staff. The recommendations form a framework for how neighborhood and community organizations will be supported in the future. City staff that contributed to these recommendations include the City Attorney's Office; the Internal Auditor; the City Coordinator; Bloomberg's Innovation Team; the Office of Equity and Inclusion; the Arts, Culture, and Creative Economy Office; Finance; and NCR. While the framework follows below, the specifics will be determined based on direction from the Mayor and City Council. The work group reports, and their recommendations, can be found at: <http://www.minneapolismn.gov/ncr/2020>





## TIMELINE FOR NEIGHBORHOOD 2020

**Mayor and City Council will be having ongoing funding discussions. Final approval of funding will be determined by the Mayor and City Council.**





## VISION

The Neighborhoods 2020 vision is to have an inclusive community where all people are valued, all communities are engaged, and leadership mirrors the great diversity of the city. The City of Minneapolis, neighborhood organizations and community organizations work together to create a community engagement system that is both people and place focused, recognizes the unique strengths and limitations of neighborhoods, and creates space for ideas, people and planning. Neighborhood organizations are dedicated to the well-being of their areas and are qualified to identify issues and solutions within their geographic areas.



## GOALS

Minneapolis will have an equitable civic participation system that enfranchises everyone, recognizes the core and vital service neighborhood organizations provide to the City of Minneapolis, and builds people's long-term capacity to organize to improve their lives and neighborhoods (Minneapolis 2040 Plan). Neighborhood programming will provide:

- Transparency in financial information, programming and operations
- Accountability to the residents of Minneapolis
- Consistency in operations of both the City and neighborhoods
- Simplicity in operation so that any resident of Minneapolis can fully participate
- Equity in the decision-making process and resource allocation
- Collaboration and partnership between neighborhood organizations, community organizations and the City of Minneapolis
- Maintenance of a sense of place and pride for communities





## PROGRAM PURPOSE

Funding for neighborhood programs instills a sense of community and builds connections to local government by supporting the following public purposes.

### **Identifying and Acting on Neighborhood Priorities**

As partners in building a better city and creating vibrant, safe, welcoming and livable neighborhoods, neighborhood organizations and the City each have specific roles in identifying and acting on neighborhood priorities. Neighborhood organizations will identify and address issues that affect the neighborhood, aligning their resources (staff, volunteers, funding, etc.) to provide input into City plans, budgets or programming.

### **Influencing City Decisions on Plans, Policies, Programs and Services**

City decision-making is improved when we involve those affected by these decisions. The City's Core Principles of Community Engagement state that those who are affected by a decision have a right to be involved in the decision-making process. Through partnering with neighborhood organizations, the City of Minneapolis can better reach—and be informed by—people who are affected by city decisions.

### **Increasing Involvement in Civic and Community Life**

The City and neighborhood organizations are better able to develop meaningful strategies—and successfully implement those strategies—when more people are informed and involved through an equitable process that includes multiple strategies to promote participation of all Minneapolis residents. Neighborhood organizations are positioned to employ creative engagement and placemaking activities, and to cultivate involvement and leadership of historically under-represented groups, a key outcome identified in the City's Blueprint for Equitable Engagement. The City will work with neighborhood organizations to maximize the involvement of all residents and other stakeholders in civic and community life.





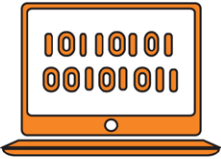
## SUPPORT SERVICES

NCR will provide training, technical assistance and tools and resources to neighborhood organizations. Assistance areas may include, but are not be limited to:




**TRAINING**

- BOARD MEMBERS
- HUMAN RESOURCES
- ACCOUNTING
- VOLUNTEER AND DONOR TRACKING
- PLANNING
- COMMUNICATIONS
- DIVERSITY ACTION PLAN
- OUTREACH
- STAFF TRAINING; CULTURAL AND RENTER OUTREACH INSTEAD OF JUST OUTREACH



**TECHNICAL ASSISTANCE**

- ACCOUNTING
- TECHNOLOGY FOR VOLUNTEER AND DONOR TRACKING
- TECHNOLOGY FOR TRACKING CONTRACTS AND PROGRAMS
- ACCOUNTING SOFTWARE
- GRAPHIC DESIGN PROGRAM OR CONTRACT SERVICES
- LEGAL ASSISTANCE
- LOW-COST INSURANCE OPTIONS



**TOOLS AND RESOURCES**

- WEBSITE - ONLINE INFORMATION
- HANDBOOK FOR BOARDS
- BEST PRACTICES
- COMMUNITY LEADERSHIP PROGRAM
- AWARDS PROGRAM
- VENDOR LISTS
- TRANSLATION AND INTERPRETATION VENDER
- CONFLICT RESOLUTION

### Pooled Services

NCR will encourage collaboration between neighborhood organizations and/or community organizations to pool common services. Bonus points will be awarded on funding proposals for organizations that are seeking to pool services, and NCR will provide both technical assistance supporting pooled services and financial incentives to increase the service model. Pooled services will result in lower overall costs and allow each organization to increase its level of service to its constituents. Pooled services may include, but are not limited to:

- Staffing and specialized staff
- Administrative expenses such as rent and overhead
- Accounting services
- Community outreach and engagement, such as door knocking
- Shared office space
- Newsletters, website and other communications
- Health care and other benefits for part-time staff
- Bulk buying services
- Project(s) in multiple neighborhoods



## FUNDING

Community engagement funding will be provided in 3-year cycles to neighborhood and community organizations to best support the organization's ability to plan.

Of the total amount allocated for community engagement programming, 25% will be set aside for community-based organizations (CBOs), and 75% will be available to Minneapolis neighborhood organizations.

### **Neighborhood Organization Funding**

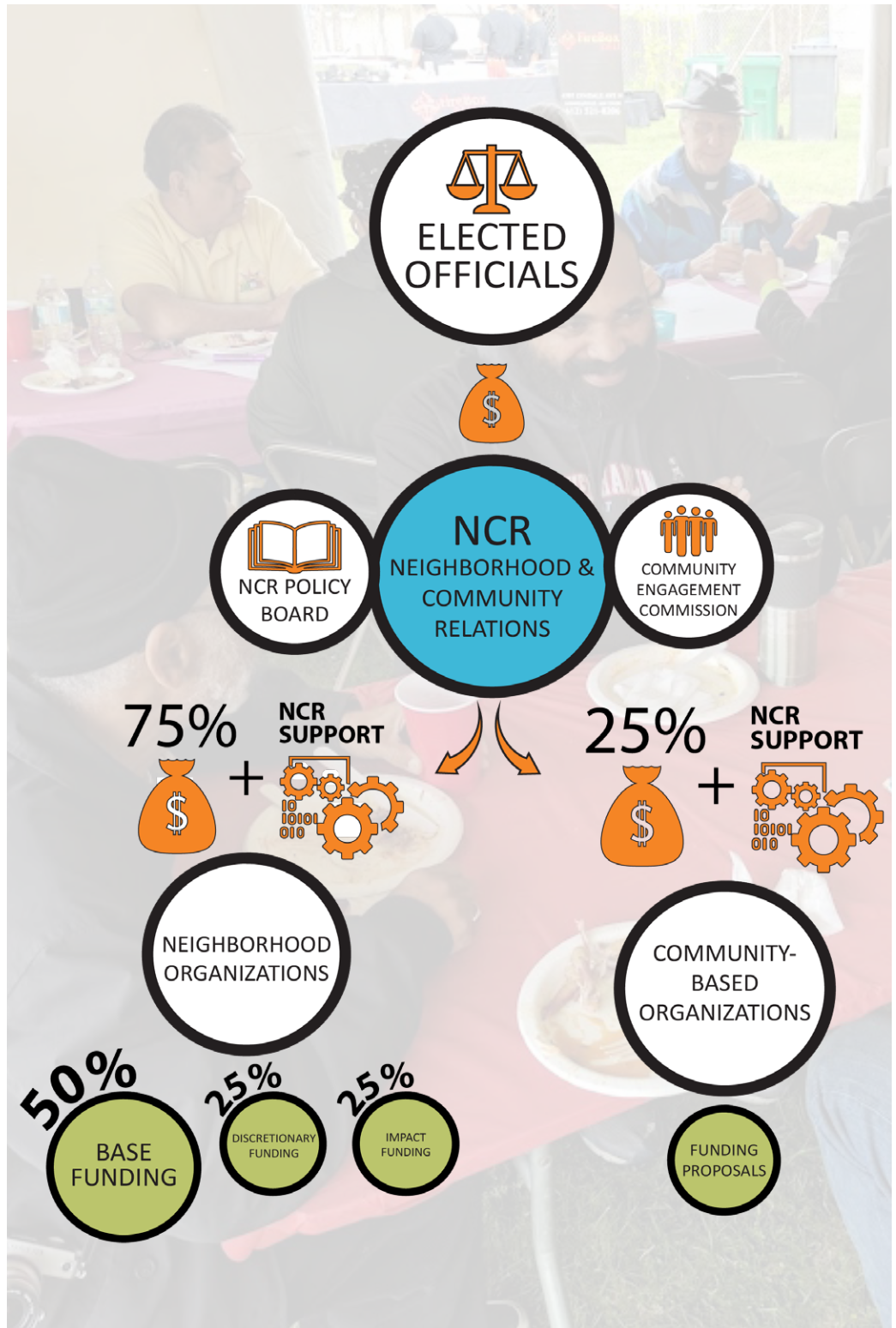
Neighborhood organization funding will be an "opt-in" system. That is, neighborhood organizations will be eligible to receive city funding if they agree to follow program guidelines and requirements. Yearly acknowledgement of program guidelines and requirements will be part of the annual contracting process. If a neighborhood chooses not to participate, it will be removed from the funding formula and resources will be re-distributed accordingly.


**Base Funding: 50%** of the amount allocated to neighborhood organizations will be available for neighborhood organization expenses such as staff, rent, phones, mailers and newsletters. Additionally, eligible funding will include access to food, childcare, and interpretation services at community events and meetings that serve the public purposes of the program.

**Impact Funding: 25%** of the amount allocated to neighborhood organizations will be available for increasing their engagement activities. Neighborhood organizations will be encouraged to explore new activities that increase resident participation within their geographic area and combine activities with other neighborhood, community or non-profit organizations. Impact funding will be awarded annually based on intended outcomes.









**Discretionary Funding: 25%** of the amount allocated to neighborhood organizations will be available for one-time projects or projects that could be potentially self-sustaining in the future and are unique to the neighborhood or the area. Discretionary funding will be available to a single entity, a partnership or sponsorship to address these priorities. Examples of the areas in which discretionary funds could be used include, but are not limited to:

- Outreach staff
- Planning for future projects
- Capital projects
- Farmers markets
- Community gardens
- Increased community engagement activities
- Housing/business development
- Environmental projects
- Park/school/library projects
- Traffic/infrastructure projects
- Other specialized projects

### **Community Organization Funding**

The purpose of the community organization funding will be to address city-identified priorities through existing CBOs. Funding proposals from CBOs will fall under one of two funding groups.

- Projects that develop and prepare leaders to serve on city boards and commissions, meaningful work groups and task forces or on one of the Minneapolis neighborhood organization boards.
- Projects that connect diverse residents to the city and engage specific targeted audiences beyond neighborhood borders. These programs may be either established programs or new programs.

### **Neighborhood Revitalization Program Funding**

Many neighborhoods still have funding from the Neighborhood Revitalization Program (NRP). Improvements to the NRP will be made to align it with the vision and goals of Neighborhoods 2020. Simplicity, equity and management of the NRP Program will be core goals.



## NEIGHBORHOOD ORGANIZATION EXPECTATIONS

In order to be eligible for city funding, neighborhood organizations must agree to meet the following conditions. Best practices are recommended but not required to receive funding.

### **Financial and Legal Accountability**

Funded organizations will agree to follow NCR Audit Policy, which will be updated to focus on greater transparency and accountability. Audits will be paid for by NCR; however, failure to agree to an audit or financial review may result in termination or suspension of contracts. If a funded organization has identified or been informed of embezzlement, fraud or misappropriation of funds, the organization must cooperate with any investigation.

Funded organizations should use an approved accounting/financial software program.

### **Expectations to Perform**

Funded neighborhood organizations will adhere to a set of minimum standards that will be completed during the contract period. Neighborhood organizations will report contract deliverables annually.

### **Bylaws**

To support consistency and simplify the organizational meeting process for all residents, the new program will include a minimum standard set of requirements that funded neighborhood organizations must include in their bylaws. Neighborhood organizations will submit bylaws to the city for a program compliance review and be provided adequate time to make any necessary changes. All neighborhood organization bylaws changes will be approved by their membership at a general membership meeting.





## Meetings and Participation

All funded neighborhood organizations will have annual meetings where the board of directors is elected. Quarterly membership meetings will also be required for all funded neighborhood organizations.

The process for nominating and electing board members will be similar for all neighborhood organizations. This will include allowing nominations for board candidates from the floor at the annual meeting. Not all residents can attend an annual meeting but may have interest in participating in the election process. Therefore, an alternate method to vote will be provided. Voting processes will be simple and easy to understand.

In order to simplify participation in the election process, maximize marketing/awareness campaigns and educate the general public about neighborhood organizations, a citywide Neighborhood Election Day (a single day for all neighborhood board elections) will be established by NCR.

## Board Membership and Leadership Development

Achieving representation that reflects the diversity of a community requires both an incentive-based and regulatory-based approach. Supporting a balance of organizational stability, while providing access for new leadership, is important. All funded neighborhood organizations will be required to:

- Have no more than 25% of the board membership serve more than 6 years
- Require board officer term limits
- Allow ex-officio non-voting board members

## Diversity/Representation

Reporting on board diversity will be required in the funded neighborhood organization's annual report. If the representation of a board's diversity differs significantly from the neighborhood's demographics, a "Diversity Action Plan" will be required. The Diversity Action Plan, developed jointly by NCR and the neighborhood organization, will demonstrate how the neighborhood organization will improve their leadership internal diversity. The plan will include processes and practices that will actively encourage new membership that reflects the diversity within the neighborhood including, race, gender, age, income, and homeowner and renter status. The plan will outline procedures, meetings and events that will reach out to a wider demographic base. Organizations that do not complete a plan and meet board diversity standards within 18 months may have their funding reduced or terminated.

## Outreach

Funded neighborhood organizations will be required to develop a robust engagement outreach plan that includes some form of direct resident contact, such as door knocking or tabling at popular events. The outreach plan should include many of the same components as a Diversity Action Plan. It is important to note that written communication(s) will not be considered community engagement.

Neighborhood organizations should submit a measurable outreach plan that provides residents, including under-represented residents, with multiple opportunities to engage in meaningful face to face interactions.





## GOVERNANCE

### **Community Engagement Commission**

It is recommended that a new Community Engagement Commission (CEC) of 10-15 members be established that will replace the current Neighborhood and Community Engagement Commission (NCEC). The NCEC reflects the time it was developed and has served its purpose, but it does not meet the current needs of the City. The new CEC will have representation from neighborhoods, cultural communities and city staff, appointed through the current city appointment process. The role of the CEC will be advisory to the Mayor and the City Council.

### **NRP Policy Board**

Many neighborhood organizations still have funding from the Neighborhood Revitalization Program (NRP). Improvements to the NRP will be made to align it with the vision and goals of Neighborhoods 2020. It is recommended that the NRP Policy Board continue to operate as an independent advisory board.



## CITYWIDE ENGAGEMENT POLICY

The work groups also presented recommendations for a citywide engagement policy. Utilizing and expanding upon the International Association of Public Participation (IAP2) framework, values and spectrum of engagement, the city-wide engagement policy will require further conversations with city departments, policy makers, community members and elected officials. The work group recommendations will be forwarded to the City Council with the understanding that further development will be needed.



## OTHER WAYS TO ENGAGE

Email NCR at [steven.gallagher@minneapolismn.gov](mailto:steven.gallagher@minneapolismn.gov)

Attend a community meeting

Contact your city Council Member

Talk with someone at NCR

Submit a video- [ncr@minneapolismn.gov](mailto:ncr@minneapolismn.gov)

Host a meeting and invite NCR staff and Council Member



## WORKGROUP REPORTS

### ***Program Guidelines, Funding and Implementation Work Group:***

<http://www.minneapolismn.gov/www/groups/public/@ncr/documents/policydocument/wcmssp-215462.pdf>

### ***Governance Structure Work Group Recommendations:***

<http://www.minneapolismn.gov/www/groups/public/@ncr/documents/policydocument/wcmssp-215458.pdf>

### ***Citywide Community Engagement Policy Work Group Recommendations:***

<http://www.minneapolismn.gov/www/groups/public/@ncr/documents/policydocument/wcmssp-215172.pdf>

### ***Overall Neighborhoods 2020 information page:***

<http://www.minneapolismn.gov/ncr/2020>

## FOR MORE INFORMATION

Neighborhood and Community Relations

612-673-3737

[ncr@minneapolismn.gov](mailto:ncr@minneapolismn.gov)

People who are deaf or hard of hearing can use a relay service to call 311 or 612-673-3000

TTY users call 612-673-2157

Para asistencia 612-673-2700

Rau kev pab 612-673-2800

Hadii aad caawimaad u baahantahay

612-673-3500

neighborhoods  
**2020**

**This report was prepared by the NCR with assistance from Zan Associates**



# neighborhoods 2020



## COMMENT CARD

Please tell us you what you think!

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**Submit comments to:**

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